

ROUTING AND TRANSMITTAL SLIP

11/10/86

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. DD/M	FW	26
2. DD/O		
4 [redacted]	M	11/27
3 @/MSCG		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

1, 23: FYI

3: Please draft a final version and take a shot at impact on other Directorate. "Impact pattern" is to be on separate attachment. Thanks.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Rcom No.—Bldg.
[redacted]	Phone No.

5041-102

OPTIONAL FORM 41 (Rev. 7-76)
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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:
William F. Donnelly
Deputy Director for Administration
7D24 Headquarters

EXTENSION

NO.

DDA 86-1942

OIT/TRIS

DATE

17 November 1986

LOGGED

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Acting Chief, OIT
2D00 Headquarters

2.

3.

4.

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10.

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14.

15.

Please put this in final and send it to me. That will give me a basis for taking action.

I would like a brief statement from OIT concerning the impact this action might have on the other three Directorates. Could it lead to other pressures on OIT?

William F. Donnelly

- Keep the pace up

- Provide background on other Directorates

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Bill,

Finally!! This is out for coordination to the Army Chief. I'd appreciate any thoughts you might have on how to handle it, and any thing you might have on the contents.

Thanks

STAT

31
~~20~~ October 1986

MEMORANDUM FOR: Deputy Director for Administration

FROM: Edward J. Maloney
Director of Information Technology

SUBJECT: ADP Support to DA Offices

Summary

1. This memorandum proposes a realignment of directorate resources, transferring ADP specialists from OIT to DA customer offices, that I believe will lead to a significant improvement in the quality of ADP support to the directorate. This decentralization is in line with trends industry-wide. Industry is pioneering a decentralized approach to ADP systems development and support under the guidance and standards of the central MIS

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organization.

Background

2. It is hardly news that the DA is dependent on ADP systems. These systems, such as FRS, GAS, CONIF, etc. are the lifeblood of the directorate and, in turn, the Agency. Historically, the people whose job it is to manage these and other important information processing tools have not had direct and frequent contact with the people who depend on these tools. Such overcentralization of MIS resources increasingly is being recognized as inappropriate in both the private sector and government according to studies published by Gartner Group and other industry observers.

3. This tendency has led customer components to fill gaps on important MIS requirements by acquiring their own ADP personnel. The attachment provides estimates of total DA resources applied to DA ADP support. In the aggregate, there are an estimated staff and contractor personnel supporting the directorate. These ADP specialists are involved in development, maintenance, enhancement and production support (batch systems). These resources are split between OIT and other DA offices. What is immediately apparent is that there is very little logic behind the split of resources, an inevitable result of an ad hoc process which has evolved over the years.

4. Functionally similar ADP activities are performed by both OIT in support of its DA customers and by the DA customers themselves. Frequently these activities are poorly coordinated and

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unplanned. Certainly, no directorate or joint planning takes place. In fact, I am not aware of a single office plan and definitely not one that spans both OIT and a customer office. The result of this lack of coordination is a loss of focus, a difficulty for you, the DA, in asserting your priorities, and, the bottom line---lost opportunities. The DA must apply technology to the solution of pressing Agency problems. The existing confused organizational situation frustrates that important goal.

5. While we in the directorate have sometimes worked at cross-purposes on ADP support, the demand for ADP services has continued to expand. Legislative and operational requirements change at an ever-increasing rate. This, in turn, generates a nearly insatiable workload for maintenance and enhancement of existing systems. Simultaneously, while OIT and its DA customers are taking steps to upgrade existing systems, the next generation of ADP systems is under development. OIT's approach to the latter task has been the Corporate Data Program, an effort to consolidate and integrate the Agency's administrative data. The major tasks of development of a new data environment and the maintenance and enhancement of current systems has led to a situation where our DA customers are frustrated by our lack of progress on their problems. In short, ADP organization in the directorate needs to be rationalized if we are to develop, maintain and support systems that meet directorate goals and customer requirements. This memorandum proposes an approach, for your consideration, that will position the directorate for the 1990s.

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The Proposal

STAT 6. What we are proposing is the decentralization of existing OIT support and development resources to the DA offices, with two critical program exceptions: the Corporate Data effort and DA overseas systems development. Our decentralization proposal puts under customer management control MZ careerists and contractors currently performing the following functions: maintenance and enhancement of existing DA systems, development of non-corporate systems, and production services for DA systems (i.e., batch system administration.) This team would be under local office control for everything but the career management of the OIT assignees. STAT

7. The realigned OIT personnel would form the nucleus of an ADP component of the DA office. This component would include OIT development and production specialists currently in MISG/OIT and GOG/OIT respectively, OIT rotationals currently assigned to to the customer office, and customer ADP specialists. The manager of the team would be an OIT careerist. This will ensure a strong linkage between OIT and the DA customer office. The decentralized team approach will permit DA offices to directly manage the resources committed to the support of their information systems. The first charge of the MZ careerist manager would be the development of a component ADP strategic plan. OIT, in turn, would have the responsibility of coordinating the component plans, and preparing an overall directorate plan. STAT

8. At the same time, OIT would have as its charter management of the Corporate Data Program and overseas development

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activities. ^{Development of} These programs must be managed centrally if they are to succeed. Corporate data must be administered by a central group to avoid incompatibility and redundancy. Similarly, the complexity and constraints of the overseas environment requires a single program manager if our efforts in the field are to be effective.

STAT

The Benefits

9. Under this proposal, directorate-level goal setting for information systems would be simplified. The crisper organizational structure would improve implementation of directorate and component plans. Customers ^(DA Office) would have more immediate control of the resources supporting their systems. They would determine local priorities and approaches. ADP specialists would be closer to the customer and would, I believe, have a better understanding of requirements. In order to facilitate a fully coordinated directorate-wide ADP program, OIT will provide guidance, standards and training, as well as acting as the focal point for directorate planning. These activities will ensure that the directorate systems are developed in a uniform manner and play together to the extent necessary. Retention of MZ Career Service status will permit full career development possibilities for OIT staffers assigned to a DA customer office. MZers would receive the typical benefits of the rotational program. They would be "closer to the action" and develop a better understanding of customer problems as well as the external focus essential to a service organization.

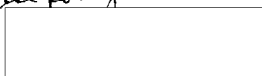
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This rotational experience will enrich their Agency careers and serve as an excellent preparation for future assignments.

The Risks

10. We recognize that this is a bold initiative, but we judge the risks to be small. Customer support can only improve with dedicated resources under local control. There will be some additional costs, as the efficiencies of sharing centralized ADP personnel will be traded for more effective support to DA offices. Other types of resource sharing may, however, be facilitated in this new environment. For example, production specialists may assume more of the system maintenance burden than is possible under the existing organizational framework. We ^{propose to} ~~will~~ implement an aggressive standards and coordination program to ensure that existing and enhanced DA systems continue to fit together harmoniously. Furthermore, ~~the~~ Corporate Data Program planning will be enhanced to ensure a smooth transition between existing systems and future systems. We will also begin an aggressive program working closely with DA offices to define an architecture and begin implementation of an integrated DA ~~overseas~~ ADP systems environment. ^{for the foreign and domestic field.}

The Implementation

11. If this proposal is accepted, we will work with DA customer offices to develop specifics on the transfer of resources. OIT will transfer a negotiated number of staff and

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contractor resources currently targeted on DA systems (see attachment.) The remainder of the resources will be ^{applied to} ~~reserved for~~ the Corporate Data Program and overseas systems development efforts. Rotational agreements will be developed for all MZ personnel assigned to a customer office. Appropriate OIT team leaders will be selected (with the concurrence of the recipient office). Ultimately, we would like to see the full component team (OITers augmented by customer personnel and contractors) housed on customer space contiguous with the majority of the component. The formation of the team and the transfer should take less than 3-months from the go-ahead (space will obviously be a problem.) As a long-term goal, ^{you should consider} ~~we~~ would recommend the incorporation of all DA ADP specialist personnel into the MZ Career Service. This will provide these personnel with the career paths and opportunities necessary for their development and retention.

Conclusion

6. I am excited about this program. Decentralizing development resources in the DA will be an important achievement. Directorate-wide ADP planning and resource allocation will be significantly improved. Corporate priorities will be more controlling in this new, more streamlined organizational structure. Decentralization will give DA customers more of the management control of resources that they have always wanted. I expect to see immediate improvement in customer satisfaction. The decentralized support concept is not a panacea but, I believe, it will go along way toward meeting the often-expressed concerns of

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our DA customers. Concomitantly, OIT management will be able to focus on the future and the Corporate Data and overseas environment. I look forward to hearing your comments and those of my fellow office directors on this proposal.



Edward J. Maloney

cc: DA Office Directors

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*Includes MZers on rotation to customer offices

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